THE COUNCIL OF
ATLANTIC PREMIERS

LE CONSEIL DES PREMIERS
MINISTRES DE L'ATLANTIQUE

Secretariat Business Plan 2003-04

April 2003

Table of Contents

Page

1.0 **Introduction** 1

2.0 **The Planning Context** 1
- 2.1 Transition from CMP to CAP 1
- 2.2 Environmental Scan 2
- 2.3 Issues and Opportunities 3

3.0 **Strategic Goals** 4

4.0 **Program Priority Criteria** 4

5.0 **Managing the Business Plan** 5

6.0 **Core Business Areas and Priority Work 2003-04** 5
- 6.1 Core Business: Communication of Regional Positions 6
- 6.2 Core Business: Health & Post-Secondary Education and Education 7
- 6.3 Core Business: Strengthening the Regional Economy 8
- 6.4 Core Business: Management and Transactional Services 9

7.0 **Summary of Priority Work 2003-04** 11

8.0 **Budget Context** 13

9.0 **Outcomes, Measures and Targets** 14
- 9.1 Communication of Regional Positions 15
- 9.2 Health & Post-Secondary Education and Education 16
- 9.3 Strengthening the Regional Economy 18
- 9.4 Management and Transactional Services 19

Appendix A: Reporting Arrangements 20

1.0 INTRODUCTION

The Council of Atlantic Premiers' (CAP) Secretariat (formerly the Council of Maritime Premiers) has been in operation since 1971. The Secretariat provides head office functions for regional agencies and staff that serve the premiers in meeting the goals of the Council. The Secretariat organizes and expedites the work of the Council, which consists of policy program development and coordination. Commencing on April 1, 2003, Newfoundland and Labrador became a full and equal funding partner, and legislation formalizing CAP will be enacted in each province.

A new CAP Secretary was appointed August 2002 for a five-year term. There have also been significant changes to the Secretariat's management team which presents an opportunity to reflect on the operation and the functions of the Secretariat with the intent of realigning its mandate to add value to provincial priorities.

Therefore, this business plan sets out to:

a) identify planned activities to be supported by available financial resources;

b) define the Secretary's accountability for all CAP operations and programs;

c) refocus the Secretariat, building upon the impressive legacy of this unique 32-year-old institution; and

d) communicate the core business areas and the role of the Secretariat to all Secretariat staff, member jurisdictions, and stakeholders.

2.0 THE PLANNING CONTEXT

2.1 Transition from CMP to CAP

In May 2000, the Council of Atlantic Premiers was established with the signing of a Memorandum of Understanding. The CAP builds on the legacy of cooperation established by the Council of Maritime Premiers (CMP) since 1971.

The following summarizes the vision, mission and mandate for the Council.

The **VISION** of the Council is to systematically identify and exploit opportunities through joint action, and to reach ends together that may not be achievable alone.

The **MISSION** of the Council is to provide an enabling and organizational capacity to facilitate collaboration, joint actions, and regional agendas of the premiers to realize the benefits of regional cooperation.

The **MANDATE** of the Council is to:

- develop common Atlantic Canada positions for Annual Premiers' Conferences and First Ministers' Conferences;
- develop common Atlantic Canada positions on national issues;
- promote the interests of Atlantic Canadians;
- coordinate joint activity in areas of mutual agreement, including, but not limited to, trade promotion, federal-provincial fiscal arrangements, and economic and social cooperation; and
- coordinate joint analysis and review of economic and fiscal, social, cultural and environmental programs and policies which affect or concern the Atlantic provinces.

The process of shifting from CMP to CAP includes an examination of the Secretariat's role and functions. An organizational review was undertaken and the report was accepted by CAP at its November 22, 2002 meeting. The report concluded that refocussing the CAP Secretariat presents an opportune time to explore issues and concerns respecting the Secretariat structure and operation and the reporting relationship between the Secretariat and SCRC. CAP Minute No. 7-05 stated *SCRC and the Secretary address the recommendations outlined in the report...Legislation be drafted to formalize the establishment of the Council of Atlantic Premiers no later than next fall.*

This business plan supports the conclusions and recommendations outlined in the report. The work of the Secretariat will be results-oriented with specific targets and outcome measures.

The role of the Secretariat is to act as the lead regional coordinating body for the Council of Atlantic Premiers through the provision of secretariat/administration, project management and policy support for regional cooperation issues and initiatives on behalf of the four premiers. The Secretariat will work closely with the Atlantic departments responsible for intergovernmental affairs as well as line departments in facilitating the implementation of Council initiatives.

In November 2001, the Council of Atlantic Premiers adopted *Working Together for Atlantic Canada: An Action Plan for Regional Cooperation.* The action plan outlines a number of initiatives that will assist the provinces in the delivery of public services and increasing regional competitiveness. This business plan was developed to better clarify the role of the CAP Secretariat by identifying specific areas of involvement based on its current human and financial resource allocations.

2.2 Environmental Scan

The 2003-04 period will be pivotal for CAP as it moves forward to revitalize and renew the mechanisms employed to carry out the premiers' regional cooperation mandate. The transition

of the Council from three to four members will require complementary legislation in each province.

In 2003-04, many federal/provincial institutional relationships (as in health, education, and trade) will be debated and transformed. Indeed, federal/provincial relationships and the regionalization of many national issues will continue to challenge some provinces. As well, the year will be a period of significant changes to our political landscape, both federally and provincially, as a consequence of potential provincial elections and leadership changes.

The 2003-04 period will likely see improved prosperity for the region as the economic outlook for Atlantic Canada is quite positive, bolstered by the collective efforts by provincial governments to remove operating deficits and reduce debt. Reflected in GDP growth, APEC's *Atlantic Report, Outlook 2003 – A Delicate Balance: Maximizing Growth in Turbulent Times*, forecasts Newfoundland and Labrador real GDP growth of about 4.4%, Nova Scotia at 3.3%, and New Brunswick and Prince Edward Island each at 3.2% growth.

Positive outlooks aside, many analysts are pointing to continued weakness in the American economy and volatility in key resource and services sectors like oil and gas, and information technology and communications. APEC states that the global economic recovery that was expected in the second half of 2002 has been delayed until 2003, and some analysts now state it will be late 2003. Atlantic Canada is a marketplace of 2.3 million people, and the need for regional positions and advocacy will become increasingly apparent and strategic as we deal with national and international economic issues.

2.3 Issues and Opportunities

Issues

The current process relating to the implementation of regional initiatives under CAP follows a lead province model. In some cases, the lead province model provides an opportunity to use expertise available in the provinces. In other cases, this model is complicated and, at times, lacks leadership and accountability. This can lead to ambiguity, and loss of momentum, and will. Implementation of regional projects using the lead province model or identifying the Secretariat as the lead will be carefully assessed at the outset of each project.

In addition to initiatives included on the CAP agenda, the federal government is also proceeding with regional development policies and programs. The Secretariat can play a key role in identifying and securing federal funding in order to successfully implement current and future regional cooperation initiatives.

Opportunities

The appointment of a new Secretary to CAP and a new management team provides an opportunity for introducing new ideas and models to expand and improve the Secretariat's capacity to be a value-added service provider. This includes addressing the awareness gap about what the Secretariat does by providing information about CAP and the services delivered by the Secretariat.

The Secretariat can assist CAP in voicing an Atlantic position on national issues such as air access. That role can be performed by early identification and advancement of appropriate briefing materials.

3.0 STRATEGIC GOALS

The following are our strategic goals:

a) support, implement and be accountable to the Management Committee for the strategic priorities of CAP;
b) increase the production of value-adding information outputs across all mandated functions; and
c) examine, promote, and foster regional cooperation opportunities and leverage pertinent federal relationships to the advantage of the Atlantic provinces.

4.0 PROGRAM PRIORITY CRITERIA

The business plan focuses on results-based initiatives that meet a number of criteria used to establish programming priorities for 2003-04. The following criteria have been used to assess existing workloads and new initiatives.

Criteria for Determining Secretariat Priorities 2003-04

General Conformance–Agreement that an initiative is regarded as integral to a core business area, and consistent with most of the following criteria.

a) ***Sufficiency***: The initiative has in-house staffing, funding and timing elements needed to do the job well.

b) ***Significance***: The initiative is deemed to be of strategic significance to the interests of CAP and the well-being of the region, and the Secretariat can make a recognizable contribution to the outcome of the issue or initiative.

c) ***Consensus:*** The initiative engages or directly benefits all CAP members.

d) ***Project Management***: The initiative is documented by a plan to include a critical path, roles, outcomes, communications, and exit contingencies in the event of unforeseen setbacks.

e) ***Communications:*** The initiative is supported by a communications plan emphasizing the importance of Atlantic cooperation undertaken by CAP.

5.0 MANAGING THE BUSINESS PLAN

The business plan represents the major focus of the Secretariat during 2003-04. The Secretariat will be accountable for managing and implementing these actions which will form the basis to measure success across Secretariat functions.

The involvement of the newly-formed Management Committee, composed of the four Atlantic deputy ministers of intergovernmental affairs and the Secretary to Council, is crucial in the overall implementation of this business plan. Management Committee's function will focus on providing strategic direction, approving the business plan, and monitoring its implementation. Appendix A presents an organizational chart which outlines the relationship between the Secretariat, Management Committee, and CAP.

The Secretariat will play a leadership role in the implementation of the business plan and will be accountable for producing results. Secretariat leadership and accountability will be exercised by working closely with provincial line deputy ministers to implement action items arising from those core areas. Greater involvement of line deputy ministers will bring more rigor to regional cooperation, improve accountability, and provide an effective framework for provinces to work jointly on issues of common interest.

To increase efficiency and clarify the role and responsibilities of the Secretariat and the provinces, project plans will be developed for core business areas outlined in the business plan. These project plans will be developed by the Secretariat in consultation with senior line officials and will include a statement of the objectives, deliverables, anticipated outcomes, time lines, cost, a cost-benefit analysis, and roles and responsibilities of provincial and Secretariat staff.

6.0 CORE BUSINESS AREAS AND PRIORITY WORK 2003-04

The CAP Secretariat provides a broad range of services to the following organizations: Council of Atlantic Premiers (CAP) and Council of Maritime Premiers (CMP); Atlantic Provinces Education Foundation (APEF); Conference of New England Governors and Eastern Canadian Premiers (NEG/ECP); Maritime Provinces Higher Education Commission (MPHEC); and Maritime Provinces Harness Racing Commission (MPHRC). Together with these on-going responsibilities, this business plan outlines specific activities of the Secretariat.

The major piece of work required to formalize Atlantic intergovernmental cooperation is the enactment of legislation formally establishing CAP. New legislation will provide the framework for Newfoundland and Labrador's formal inclusion in CAP and for the Secretariat organizational change process, including the establishment of an accountability framework and the adoption of a total quality management initiative. The first priority is to complete drafting the legislation and adoption in each provincial legislature.

To ensure that the Secretariat's resources are used effectively and efficiently over the coming year, the business plan identifies four core areas for the CAP Secretariat:

- ***communication of regional positions;***
- ***strategic sectors of health & post-secondary education and education;***
- ***strengthening the regional economy;*** and
- ***management and transactional services.***

Priority work for 2003-04 is identified in each of these areas.

6.1 Core Business: Communication of Regional Positions

This area includes the following two major initiatives that will enable CAP to respond to emerging regional issues and opportunities:

a) a framework for member jurisdictions and stakeholders to bring forward issues and opportunities for regional cooperation to the attention of CAP; and
b) support for CAP in its desire to promote the positive attributes and images of Atlantic Canada.

An important feature of this core business area is the need for CAP to respond to federal policies and programs through the communication of regional positions. The Secretariat will identify emerging issues, coordinate the development of common positions, and make representation to the federal government on the agreed CAP decisions.

A regional marketing initiative will also promote a strong, positive image of Atlantic Canada with emphasis on eliminating the misperceptions of the region, and increasing/promoting investment in the region.

Core Business: <u>Communication of Regional Positions Priority Work</u> 2003-04

- responding to emerging issues by assisting Management Committee in the identification, analysis and development of regional positions for CAP consideration
- assisting and/or providing leadership in the development of strategies to promote Atlantic Canada and recommending options for CAP involvement

6.2 Core Business: Health & Post-Secondary Education and Education

Health and post-secondary education each has its own unique challenges in matching adequate access to services at a reasonable cost. Achievement of this goal is a critical component of governments' obligation to create the social infrastructure necessary to support a vibrant and competitive economy. Atlantic premiers have long recognized that there are demographic and geographic realities that create additional challenges to equitable and universal delivery of government services in Atlantic Canada. Through CAP, the Atlantic provinces have demonstrated a willingness to adopt regional solutions in their quest for improved, affordable and quality service delivery.

In the **Health and Post-Secondary Education Sector,** CAP will focus its efforts on improving the match between supply and demand for health professionals; reducing duplication of activity; increasing investment in information technology; cooperation in health research; and adopting a regional wellness strategy. The following are principal initiatives in the area of health and post-secondary education.

Supply and demand of trained health professionals - The departments of health and post-secondary education of the Atlantic provinces will assess the current and future needs of the health care system and assess the impact of professional credentials on entry to health professions.

Harmonization of government approval processes - Atlantic departments of health have established committees to review new pharmaceutical products, and training of health professionals.

Cooperation in the promotion of healthy lifestyles - Atlantic departments of health will coordinate research in the areas of wellness and develop strategies to reduce the level of disease attributable to poor nutrition and inactivity.

Core Business: Health & Post-Secondary Education Sector Priority Work 2003-04

- continue to provide administrative support to meetings of deputy ministers of health and post-secondary education to ensure open communication and identification of priorities for regional action
- coordinate the collection and the analysis of data on the supply and demand for qualified health professionals
- examine the need for regional cooperation in the promotion of healthy lifestyles in Atlantic Canada
- coordinate the development of a regional wellness strategy

The action plan provides the impetus for regional cooperation in the **Education Sector.** The Atlantic Provinces Education Foundation is the lead agency for the implementation of regional public school education sector initiatives which include curriculum development, literacy, student services, and joint purchasing.

The Atlantic premiers also directed their line departments to:

a) examine solutions to the challenges of providing programs that promote inclusion of students with exceptionalities;
b) provide funding for the development of on-line courses to increase opportunities of students in rural schools;
c) support the revitalization of universities and community colleges by investing in infrastructure; and
d) assist provinces in assessing training needs to improve decisions related to fluctuations in labour market supply and demand.

Core Business: Education Sector Priority Work 2003-04

- pursue a cost-sharing agreement with the federal government to invest in improved facilities at Atlantic universities and community colleges
- coordinate common public school priorities in on-line learning, sustainable inclusionary classrooms, and improving student learning
- develop regional positions on accreditation of educational institutions, and labour market development

6.3 Core Business: Strengthening the Regional Economy

The CAP action plan for regional cooperation, *Working Together for Atlantic Canada, 2001-2003,* sets out a wide range of initiatives intended to improve our economic competitiveness by reducing barriers to business, building capacity in the areas of innovation (R&D) and energy, and promoting the region in export markets. Secretariat functions in this core business area include support of the following activities.

a) ***Enhanced Regional Business Climate*** - activities include the harmonization of insurance, securities regulations, energy regulatory regimes, and government promotion of e-commerce enabling services, and introduction of innovative economic practices.

b) ***Better Access to Ideas, Workers and Capital*** - activities include exploring ways of attracting and retaining business immigrants and highly-skilled workers, leveraging innovation processes, and improving access to business equity capital in the region.

c) ***Improved Trade and Transportation Capacities*** - activities include focusing on revamping our Atlantic image in export markets, enhancing regional air access, harmonizing trucking regulations, and addressing any border impediments affecting the flow of goods and services.

Core Business: <u>Strengthening the Regional Economy Priority Work</u> 2003-04
➢ continue to explore and build a regional relationship with ACOA through vehicles such as the Harmonization Committee process, and with the particular intention of pursuing an Atlantic strategic development policy ➢ renew the Atlantic Procurement Agreement ➢ expedite the development of a regional approach to securities regulations and the fostering of additional equity capital within the region ➢ pursue and help resolve regional transportation issues such as harmonizing specific trucking regulations, air access, and assisting in securing US pre-clearance facilities for the region
➢ conduct a regional review of current provincial approaches to immigration with an aim to developing an Atlantic approach on immigration

6.4 Core Business: Management and Transactional Services

Management and transactional services consist of the following primary service areas: human resource management, financial reporting, and office management. It is a fundamental goal to have these service areas operate in the most efficient and effective manner possible. To support this direction, a quality improvement initiative will be developed.

6.4.1 *Human Resource Management*

The activities within this service area include ongoing responsibilities for staffing, compensation management, training and development, performance measurement, payroll services, benefits management and pension services. The human resource management (HRM) functions will significantly influence the organizational change process.

An important component of human resource management is the provision of pension services. The pension plan consists of Secretariat employees, Council agencies and the Atlantic Lottery Corporation. The pension committee manages the affairs of the pension plan. A pension governance model will be implemented in 2003.

Since August 2002, five of seven senior management positions within the Secretariat are held by individuals either new to the organization or new to their positions within the Secretariat. This, together with other events described in this plan, has provided opportunities for renewal of the culture and performance objectives of the organization. This renewal has meant becoming more effective in visioning, setting objectives, empowering employees and providing effective leadership.

Administrative support staff who for the most part have considerable work experience with the Secretariat, are an integral part of this renewal process. Staff members have been reassigned work responsibilities designed to refresh their commitment, cultivate a sense of involvement and team spirit, and collectively assist in the process of organizational change.

6.4.2 *Financial Reporting*

There is a wide range of annual reporting responsibilities of the Secretariat which include: separate financial documentation relating to the Atlantic Provinces Education Foundation (APEF), Eastern Canadian Premiers' Secretariat of the Conference of New England Governors and Eastern Canadian Premiers (NEG/ECP), Council of Maritime Premiers' Trust Fund and Council of Maritime Premiers' Consolidated Fund. Services also include the preparation of the Secretariat's annual budget and the year-end audit.

6.4.3 *Office Management*

The activities within office management are fundamental for the smooth operation of the Council and Secretariat and include the following activities: general management of support staff, responsibility for all leases and other contractual arrangements, logistical arrangements for CAP meetings, and information technology management.

Sound information technology and communications (ITC) is fundamental for the Secretariat to carry out its duties to the Council. The technology framework within the Secretariat requires upgrading in the coming year. The Secretariat has recently entered into an agreement with the Nova Scotia government to supply ITC technical support. Additional cost-effective opportunities with the province are being explored.

Core Business: <u>Management and Transactional Services Priority Work</u> 2003-04

- review the Secretariat human resource management systems, to ensure they are producing the most efficient and effective results
- implement management and skills development training
- implement a total quality management initiative
- upgrade the information technology and communications systems
- ensure production of accurate financial reports
- develop a pension plan governance model

7.0 SUMMARY OF PRIORITY WORK 2003-04

Core Business: Communication of Regional Positions Priority Work 2003-04

- responding to emerging issues by assisting Management Committee in the identification, analysis and development of regional positions for CAP consideration
- assisting and/or providing leadership in the development of strategies to promote Atlantic Canada and recommending options for CAP involvement

Core Business: Health and Post-Secondary Education Sector Priority Work 2003-04

- continue to provide administrative support to meetings of deputy ministers of health and post-secondary education to ensure open communication and identification of priorities for regional action
- coordinate the collection and the analysis of data on the supply and demand for qualified health professionals
- examine the need for regional cooperation in the promotion of healthy lifestyles in Atlantic Canada
- coordinate the development of a regional wellness strategy

Core Business: Education Sector Priority Work 2003-04

- pursue a cost-sharing agreement with the federal government to invest in improved facilities at Atlantic universities and community colleges
- coordinate common public school priorities in on-line learning, sustainable inclusionary classrooms, and improving student learning
- develop regional positions on accreditation of educational institutions, and labour market development

Core Business: Strengthening the Regional Economy Priority Work 2003-04

- continue to explore and build a regional relationship with ACOA through vehicles such as the Harmonization Committee process, and with the particular intention of pursuing an Atlantic strategic development policy
- renew the Atlantic Procurement Agreement
- expedite the development of a regional approach to securities regulations and the fostering of additional equity capital within the region
- pursue and help resolve regional transportation issues such as harmonizing specific trucking regulations, air access, and assisting in securing US pre-clearance facilities for the region
- conduct a regional review of current provincial approaches to immigration with an aim to developing an Atlantic approach on immigration

Core Business: <u>Management and Transactional Services Priority Work</u> 2003-04

- review the Secretariat human resource management systems to ensure they are producing the most efficient and effective results
- implement management and skills development training
- implement a total quality management initiative
- upgrade the information technology and communications systems
- ensure production of accurate financial reports
- develop a pension plan governance model

8.0 BUDGET CONTEXT

COUNCIL OF ATLANTIC PREMIERS
SECRETARIAT
2003-04 ESTIMATES

		2001-02 Actual	2002-03 Budget	YTD Dec. 31/02	2002-03 Forecast	2003-04 Budget
REVENUE						
Provincial Contributions:	Note 1					0
Province of New Brunswick		441,308	471,816	235,908	471,816	371,994
Province of Newfoundland and Labrador	Note 2	-	-	-	-	261,559
Province of Nova Scotia		543,641	587,481	293,741	587,481	461,506
Province of Prince Edward Island		81,014	85,890	42,945	85,890	67,424
		1,065,963	1,145,187	572,594	1,145,187	1,162,483
Other:						
APEF		20,000	20,000	22,500	45,000	45,000
Consolidated Fund	Note 3	65,895	98,000	41,990	47,534	98,000
		85,895	118,000	64,490	92,534	143,000
		1,151,858	1,263,187	637,084	1,237,721	1,305,483
EXPENDITURE						
Personnel Services		765,095	864,778	568,616	832,722	882,074
Other Services		262,328	233,309	186,241	250,552	241,110
Materials & Supplies		15,739	18,100	13,717	19,038	17,500
Equipment		7,699	10,500	9,040	23,930	12,299
Projects		51,295	38,500	40,457	58,908	54,500
Economic Cooperation	Note 3	65,895	98,000	41,990	47,534	98,000
		1,168,052	1,263,187	860,061	1,232,684	1,305,483
Excess Revenue over Expenditure		(16,193)	0	(222,977)	5,037	0

Notes:

1. RTB approved a guideline of 0% with exception of 2% increase in the salary portion for the preparation of estimates for Council agencies.

2. Represents Newfoundland and Labrador's first full year as a contributing partner. The figure is based on Statistics Canada's population census (22.5%).

3. Items relate to the Economic Cooperation Initiative. Includes expenditures such as a portion of APEC funding and Atlantic Procurement Coordinating Committee.

9.0 OUTCOMES, MEASURES AND TARGETS

9.1 Communication of Regional Positions
9.2 Health & Post-Secondary Education and Education
9.3 Strengthening the Regional Economy
9.4 Management and Transactional Services

Council of Atlantic Premiers' Secretariat
Business Plan 2003-04

Outcome Measures 9.1

Core Business Area: ***Communication of Regional Positions***					
Outcome	**Indicator**	**Measure**	**Base Year Measure**	**Target 2004-05**	**Strategies to Achieve Target**
Issues of significant interest to provinces addressed regionally	CAP's ability to respond quickly and perceptively to emerging issues impacting the region	• Number of credible, positive and high-profile CAP positions on important regional issues • Secretariat ensures quality advice is brought forward to CAP through networks and expertise	• Secretariat established as focal point and criteria-based clearinghouse for stakeholders bringing issues to CAP • Regional alliances and activities initiated by Secretariat and provinces	• Secretariat supports the Management Committee in the identification and preparation of regional positions for CAP	• Secretariat to monitor regional and national issues and assist the Management Committee if regional action is required
Development of common messages to promote Atlantic Canada	Recognition of CAP leadership in developing awareness of positive attributes of Atlantic Canada	• CAP successfully coordinates the development and resourcing of joint proposals to promote Atlantic Canada	• 2003-04 establish baseline data • Identification of common federal/CAP interests in this area	• Market research conducted and shows what images to improve • Federal/CAP cost-sharing agreement (provinces lead) on development of an Atlantic promotion program	• Preparation of strategies and options for CAP consideration of its direct involvement • Discussions with ACOA, other federal partners, and private sector for joint program development

Council of Atlantic Premiers' Secretariat
Business Plan 2003-04

Outcome Measures 9.2

Core Business Area: *Health & Post-Secondary Education and Education*					
Outcome	**Indicator**	**Measure**	**Base Year Measure**	**Target 2004-05**	**Strategies to Achieve Target**
Improve the overall quality and delivery of health care in Atlantic Canada	Improved coordination of supply and demand of regionally-trained health professionals	• Continued cooperation demonstrated through the meetings of health and post-secondary education deputy ministers leading to joint activities • Reduced health program redundancies	• Individual provincial human resource databases • Environment of potential competition for seats at health training programs	• Regional capacity developed for anticipating and making informed choices in health policy area • Development of ongoing reporting for regional health/post-secondary education research and information system	• Facilitate and support collaboration between health and post-secondary education deputy ministers, to ensure priorities can be set for joint action • Complete the process of collecting and analyzing data on demand for qualified health professionals
Increased adoption of healthy lifestyles by Atlantic Canadians	Increased public awareness and reduction of cardiac and obesity-related disease	• More investment in research and health infostructure • Reduction in the incidence of negative health outcomes attributable to nutrition and lifestyle	• Numerous individually-sponsored research and policy initiatives • Current statistics on health care expenditures	• Development of a regional reporting capacity on wellness programs	• Coordinate examination of need for regional cooperation in the promotion of healthy lifestyles in Atlantic Canada • Ensure that Atlantic Health Strategic Planning Committee has information on all regional wellness initiatives at the conception stage
Higher levels of student development in education	Increased access to educational programs for rural and developmentally-challenged students	• Increase in number of on-line courses	• Inventory of provincial and APEF projects to date	• Implementation of on-line curriculum development plan • Development of teacher support resources for students with exceptionalities	• Develop responses to common public school priorities in on-line learning, sustainable inclusionary classrooms, and improving student learning

Core Business Area: ***Strategic Sectors: Health & Post-Secondary Education and Education (cont'd)***					
Outcome	**Indicator**	**Measure**	**Base Year Measure**	**Target 2004-05**	**Strategies to Achieve Target**
Improve balance of funding for research and skills/training in Atlantic Canada	Increased levels of federal support for research and post-secondary infrastructure	• Federal cost-sharing agreement provides incremental funding • Increase in the level of private sector research • Increase in ability to attract researchers to the region	• Per capita research grant data as provided by Statistics Canada	• Better access to national research funding programs and implementation of infrastructure improvements	• Coordinate and manage process of developing an Atlantic agreement to improve post-secondary infrastructures • Develop regional positions on accreditation of educational institutions, and labour market development

Council of Atlantic Premiers' Secretariat
Business Plan 2003-04

Outcome Measures 9.3

Core Business Area: ***Strengthening the Regional Economy***					
Outcome	**Indicator**	**Measure**	**Base Year Measure**	**Target 2004-05**	**Strategies to Achieve Target**
Greater cooperation in the regional economy	Economic vitality - improved competitive regulatory / business environment	• Number of provincial acts/regulations drafted positively affecting business investment • Increases in business investment in region • Increases in numbers of immigrants • Increases in skilled workforce	• Identify acts/regulations targeted for harmonization • Identify level of business equity financing • Develop report on regional business climate index • Review current provincial approaches to immigration	• Two sets of regionally-harmonized acts and regulations negotiated and ready for approval • Rates of increase in equity financed projects is at, or higher, than national average • identify potential strategies to attract and retain immigrants	• Push harmonization of securities acts/regulations • Harmonize trucking regulations and cross-border access • Establish mechanism to increase flow and availability of Atlantic Canada equity funding • Identify and develop sources of equity capital • possible strategies include joint promotion, sharing best practices, and coordination with ACOA in areas of shared interest
	Increased economic opportunity through better policy research and removal of market barriers	• Significant understanding and progress on public and private sector actions and innovations to grow regional economy	• Secure significant ACOA/CAP cooperation on projects of regional interest	• Through CAP, provinces lead in implementing agreement initiatives	• Pursue the ACOA harmonization process to develop an Atlantic strategic development policy • Pursue and help resolve regional trade and market barriers—for instance, air access and US pre-clearance approvals

Council of Atlantic Premiers' Secretariat
Business Plan 2003-04

Outcome Measures 9.4

Core Business Area: *Management and Transactional Services*					
Outcome	**Indicator**	**Measure**	**Base Year Measure**	**Target 2004-05**	**Strategies to Achieve Target**
Effective and efficient human resource management, financial reporting, and office administration	Efficient support of CAP objectives and management of regional programs Quarterly financial statements Staff performance appraisals	• Secretariat provides efficient and effective management and administrative services within budget • Highly proficient and motivated Secretariat staff	• Establish baseline measures from the total quality management process • Identify and implement staff training projects	• Improvements in efficiency ratings of services delivery • Higher levels of staff expertise and knowledge applied in course of work	• Research, develop and implement an organizational quality improvement program • Confirm costs/benefits and eligibility to ISO 9002 program • Identify opportunities for Secretariat contract administration and payment/compliance services to be available for any joint CAP initiatives that may need an impartial administrative vehicle

Appendix A: REPORTING ARRANGEMENTS